

Fire Authority 3-Year Strategy 2025/28: Vision and Strategic Goals

Report of the Chief Fire Officer

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1 Executive Summary

This report sets out the Vision and Strategic Goals for the Authority over the next three years and provides Members with an overview and awareness of strategic planning arrangements.

2 Recommendations

The Fire Authority is asked to:

- a) Approve the Authority Strategic Vision and Goals set out in this report for the planning period 2025-2028;
- b) Delegate the setting of corporate performance indicators and tolerances to its Strategy and Resources Committee at its meeting in March 2025.

3 Background

A CRMP and Service Plan

The Fire and Rescue National Framework sets out an expectation that there is a business plan aligned to a Fire Authority Community Risk Management Plan (CRMP).

The Fire and Rescue Services Act 2004, sets out the roles and responsibilities of a Fire and Rescue Authority (FRA) in the delivery of services to its communities. The principle of good governance enables FRAs to:

- set a strategic policy agenda that meets the needs of communities and discharges its statutory responsibilities efficiently and effectively, and

- ensure that the policy agenda in question, i.e. the defined outcomes, are delivered on time; on budget; and to the required standard (Local Government Association – Leading the fire sector publication)

In 2021, Shropshire and Wrekin Fire and Rescue Authority (the Authority) produced the Service Plan for the period 2021 – 2025. The Service Plan is the strategic bridging document between the CRMP “Making Shropshire Safer” together with the Medium-Term Financial Plan (MTFP) and the Annual Plan and Departmental Plans. As such it is an internally focussed electronic based document designed to give high level direction on how the Service intends to use its culture to deliver organisational improvement and better outcomes for its communities.

The Service Plan includes:

- The Service’s Vision, Purpose, Core Values and Goals
- Service Corporate Performance Indicators – performance measures
- The Three-Year Service Priorities – this sets out what the Service intends to do over this period. The Service Priorities will be updated annually to reflect changing priorities or financial circumstances as required
- Strategic Direction – culture and The Workplace Charter
- Governance; financial planning; strategic planning process and legal requirements.

This report sets out the Vision and Strategic Goals for the Authority over the next three years, these will be contained in the Service Plan for 2025-28. This is aligned to the period of the CRMP and as such, the Strategic Goals and Priorities have been designed to enable delivery of the CRMP for 2025-28.

The Authority will publish its Service Plan 2025-2028, complimented by a separate CRMP as its evidence base. The strategy set out in the Service Plan will remain the same across the three-year period, although targets will be revised annually and minor changes to reflect changing priorities or financial circumstances will be made as required (with Authority approval where appropriate).

4 Strategic Planning 2025 to 2028

The Service Management Team (SMT) began strategic planning as the CRMP process began in autumn 2024 and concluded the drafting of goals and priorities on the 16 January 2025. The completion of the CRMP process, (as set out in a separate agenda report) identified priority areas for the development of prevention, protection and response services to our communities, as well as internal and external assessments of strategic influencing factors. This information provided the evidence base for the planning sessions with SMT. The consideration of the previous year’s performance and current improvement areas, such as His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Areas for Improvement, were also clear considerations in the planning process. The Medium-Term Financial Plan supported prioritisation over the three-year period of the new Service Plan.

The strategic planning process is built around a number of dependencies and milestones, which overlap into three key areas: service, financial and improvement planning. The strategic planning process for 2025-28 has been revised to reflect alignment to the CRMP three-year cycle and new strategic goals (see Appendix).

5 Service Plan Vision 2025-2028

‘Making Shropshire Safer’ is the Authority’s vision statement which is proposed to remain unchanged for the next three years. The vision responds to the challenges faced by local communities and the Service’s role in serving them. It also considers organisational culture and provides a roadmap for the next phase of the Service’s development. The Authority is requested to approve the vision remains as ‘Making Shropshire Safer for 2025-2028.’

The purpose is to save and protect life, property, environment from fire and other emergencies. The core values are to provide a service to the community, valuing people, valuing diversity and valuing improvement at all levels.

6 Service Plan Strategic Goals and Priorities

The Service Plan contains the Strategic Goals and Priorities, which have been designed to enable delivery of the outcomes of the CRMP for 2025-28.

Strategic goals will now replace the previous six Service Aims (as below) which have been reviewed as part of the strategic planning process:

- To be able to respond to emergencies in an appropriate time with a professional, competent, and equipped team
- To reduce the number of fires and impact in our community
- To reduce the number of fire related deaths and serious injuries
- To work with partners to reduce other relevant risks
- To mitigate against harmful impacts on the environment
- To make culture central to our strategy by becoming more purposefully diverse and inclusive, deliberately developmental, and intentionally innovative.

The new strategic goals for 2025-2028 describe the outcomes we want to achieve in ‘Making Shropshire Safer’, through the delivery of services to our local communities (prevention, protection and response goals) and how we will enable this across our support services (finance, resource, people and digital goals). Our purpose and values cited in section 5, provide the foundations for the delivery of these goals by our workforce.

The CRMP is intentionally future focused, and the strategic goals set out below will enable the Service to deliver against its priorities, enhancing those services already provided to local communities and targeting those who are most likely to be impacted by current and emerging risks.

We will innovate in how we deliver all our services considering different approaches to both resourcing and service provision, using digital solutions to operate more efficiently and increase our capacity and capability to improve.

There is a programme of work to be delivered internally which is designed to improve and strengthen our internal governance framework, thereby ensuring a more robust approach to scrutinising and evaluating our performance to support learning and continual improvement. This will underpin the successful delivery of the Service Plan and its goals.

The Service's has a set of values and a workplace charter, designed by staff. These set out expected ways of working which seek to promote a positive working culture, which is inclusive and diverse. The strategic goals proposed for the Service Plan 2025-2028, recognise that the way in which our culture is designed relies on clear leadership, role modelling of values and behaviours as well as effective performance management. The people goals and priorities that inform departmental planning will seek to address the gaps that currently exist through an overt approach to staff engagement ensuring confidence in our values which are the foundations upon which the Service Plan and its goals are delivered.

The new strategic goals proposed are set out below.

| Service Delivery Goals | Enabling / Corporate Services Goals |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response We will respond quickly, safely and effectively to emergency incidents with competent, prepared and well-informed teams. | People Our culture will be purposefully diverse, collaborative and inclusive, building confidence in our values and performance. We will nurture the talent of our staff and leaders, providing them with the right range of skills, to enable change for the next generation Data and Digital Data is readily used and relied upon to inform decision making. We will provide new systems capabilities to support increased automation of processes. We will stay protected from emerging and sophisticated cyber threats and attacks. Environment We will reduce our carbon footprint, adapt to the changing climate and protect the environment. Finance and Resources We will provide a value for money service to the communities of Shropshire, through the most effective use of resources. |
| Prevention We will help the community to stay safe by making fire safety advice available to all and targeting our interventions at those most vulnerable. | |
| Protection We will support businesses to protect people from harm and when necessary, use enforcement to keep communities and our firefighters safe. | |

Annual Plan

As highlighted in section 3 this report requests approval from the Fire Authority to set the Vision and Strategic Goals – its strategic policy agenda.

The format and contents of the new Annual Plan for 2025/26 will be discussed between the Chief Fire Officer and Chair of the Authority prior to finalisation.

Officers are currently working on the detail of the annual plan aligned to the development of more detailed priorities, along with the supporting departmental plans.

It is proposed that the format will continue to contain the following areas:

- Introduction
- Purpose
- Goals
- Core Values
- Corporate Performance Indicators
- Service Priorities

7 Corporate Performance Indicators (CPIs)

The Service monitors performance against its nine CPIs at a quarterly Performance & Risk Group. The current measures are reported to the Authority through the Standards, Audit and Performance Committee on a quarterly basis and are agreed through delegations to the Strategy and Resources Committee.

It is recommended that the Authority continues to delegate the setting of corporate performance indicator tolerances to its Strategy and Resources Committee at its meeting in March 2025.

A review of the current suite of CPIs commenced at the time of writing this report and proposals for future change will be presented at a future Authority meeting. It is intended that any changes to CPIs in the future provide a sound basis for understanding overall performance of the Authority's 3-year strategic goals.

8 Conclusions

The revision of the Corporate Risks for the Authority is currently underway and due to be completed in April 2025. This review will be aligned to the Strategic Goals approved for 2025-2028.

The Fire Authority is asked to:

- a) Approve the Authority Strategic Vision and Goals set out in this report; and
- b) Delegate the setting of corporate performance indicator tolerances to its Strategy and Resources Committee at its meeting in March 2025.

9 Financial Implications

There are no financial implications arising from this report.

10 Legal Comment

A review of the FRA Terms of reference will need to be considered along with any delegations to committees to ensure compliance.

11 Communications

The Service Plan will be published and communicated internally to all Service personnel.

The Annual Plan which will contain Service priorities aligned to the Strategic Goals approved by the Fire Authority provides a direct link to how departments will support the achievement of the goals through either departmental plans or projects.

12 Community Safety

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

13 Environmental

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

14 Equality Impact Assessment

[Service Plan 2025-2028](#)

18 The On-call Service

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

19 Public Value / Service Delivery

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

15 Appendix

Strategic Planning Process 2025-28

24 Background Papers

CRMP Fire Authority Report 11th February 2025
Budget Fire Authority Report 11th February 2025

Strategic Planning Process 2025-28

